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Fifth Committee

Agenda item 129

**Review of the efficiency of the administrative and financial
functioning of the United Nations**

**Draft resolution submitted by the Chair of the Committee following
informal consultations**

Progress towards an accountability system in the United Nations Secretariat

The General Assembly,

Recalling its resolutions 59/272 of 23 December 2004 and 60/254 of 8 May 2006, section 1 of its resolution 60/260 of 8 May 2006 and its resolutions 60/283 of 7 July 2006, 61/245 of 22 December 2006, 63/276 of 7 April 2009, 64/259 of 29 March 2010 and 66/257 of 9 April 2012,

Reaffirming its commitment to strengthening accountability in the United Nations Secretariat and the accountability of the Secretary-General for the performance of the Secretariat to all Member States,

Emphasizing that accountability is a central pillar of effective and efficient management that requires attention and strong commitment at all levels of the Secretariat, especially at the highest level,

Recognizing and reaffirming the important role of the oversight bodies in the development of an accountability system that is relevant to the United Nations,

Acknowledging that the development of an accountability system in the United Nations Secretariat is a complex process,

Having considered the second progress report of the Secretary-General on the accountability system in the United Nations Secretariat¹ and the related report of the Advisory Committee on Administrative and Budgetary Questions,²

1. *Takes note* of the second progress report of the Secretary-General;¹

¹ A/67/714.

² A/67/776.



2. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions,² subject to the provisions of the present resolution;

3. *Reiterates* the provisions of paragraphs 4 to 6, 9, 10, 12, 13, 15, 17, 19 and 20 of Section I of General Assembly resolution 66/257;

4. *Notes with concern* that the current legacy systems of the United Nations related to monitoring and evaluating progress and performance, and the weaknesses in the financial reporting arrangements, do not contribute to the effective monitoring and evaluation of progress and performance;

5. *Recalls* paragraph 38 of the report of the Advisory Committee,² recognizes that the results-based management framework still requires further development, and in that regard requests the Secretary-General to start to implement the framework in a phased manner by:

(a) Developing an action plan that includes specific actions to improve the implementation of results-based management in the Secretariat, in particular through the linkage of human resources management to results-based management;

(b) Incorporating into the design of Extension 2 of the enterprise resource planning project, Umoja, the requirements put forward by the General Assembly in the areas of planning, programming, budgeting, monitoring, reporting and evaluation;

6. *Also recalls* paragraph 34 of the report of the Advisory Committee,² and requests the Secretary-General to further refine the results-based management framework to take into account the following:

(a) The lessons learned, challenges and opportunities related to the implementation of results-based management;

(b) How the Organization is shifting its focus of accountability and budget process from the delivery of outputs to the delivery of results;

(c) The views of relevant bodies, including, inter alia, the Committee for Programme and Coordination;

and to report accordingly to the General Assembly at the first part of its resumed sixty-eighth session;

7. *Further recalls* the commitment of the Secretary-General to the enterprise risk management project as expressed in paragraph 67 of his previous report on progress towards an accountability system in the United Nations Secretariat,³ welcomes the progress made towards the implementation of enterprise risk management so far, also welcomes the Secretary-General's plans to implement a Secretariat-wide risk assessment, and requests him to include the results in the next progress report on accountability;

8. *Stresses* that there is a need to clearly distinguish between the respective roles and responsibilities of the governing bodies and management, and in this regard requests the Secretary-General to continue to implement the enterprise risk

³ A/66/692.

management policy, focusing on the role and responsibilities of the Secretariat in the management of the risks of its operations;

9. *Recognizes* that compacts and end-of-year assessments are unique accountability tools for senior managers and contribute to transparency in the Organization, welcomes the placing of compacts on the intranet of the Secretariat (iSeek) and the inclusion of new indicators that are critical to the effective implementation of the major transformational projects of the Organization, and requests the Secretary-General to consider placing the compacts in the public domain;

10. *Requests* the Secretary-General to take further concrete measures to ensure that the compacts system becomes a meaningful and powerful instrument of accountability, to take actions to address systematic issues that prevent managers from meeting their targets, and to report to it on the progress achieved in this regard at the first part of its resumed sixty-eighth session;

11. *Also requests* the Secretary-General to report to it on the implementation of the present resolution at the first part of its resumed sixty-eighth session, and decides to keep under review the frequency of future progress reports.



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Fifth Committee

Agenda item 130

Programme budget for the biennium 2012-2013

Draft resolution submitted by the Chair of the Committee following informal consultations

Special subjects relating to the programme budget for the biennium 2012-2013

The General Assembly,

I

Information and communications technology: report of the Board of Auditors on the handling of information and communications technology affairs in the United Nations Secretariat

Recalling section II of its resolution 60/283 of 7 July 2006, its resolutions 62/250 of 20 June 2008, 63/262 of 24 December 2008, 63/269 of 7 April 2009, 64/243 of 24 December 2009, section II of its resolution 65/259 of 24 December 2010 and its resolution 66/246 of 24 December 2011,

Having considered the report of the Board of Auditors on the handling of information and communications technology affairs in the Secretariat,¹ the report of the Secretary-General on the implementation of the recommendations of the Board contained in its report,² as well as the related report of the Advisory Committee on Administrative and Budgetary Questions,³

Having also considered the report of the Joint Inspection Unit on information and communications technology governance in United Nations system organizations,⁴ as well as the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,⁵

¹ A/67/651.

² A/67/651/Add.1.

³ A/67/770.

⁴ A/67/119.

⁵ A/67/119/Add.1.



Stressing the need to harness the potential of information and communications technology to support the work of the United Nations in the areas of peace and security, development, human rights and international law,

1. *Takes note* of the report of the Board of Auditors on the handling of information and communications technology affairs in the Secretariat¹ and the report of the Secretary-General on the implementation of the recommendations of the Board contained in its report;²

2. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions;³

3. *Approves* the conclusions and recommendations of the Board of Auditors contained in its report;

4. *Recalls* paragraph 28 of the report of the Advisory Committee on Administrative and Budgetary Questions, commends the Board of Auditors for the continued high quality of its work, and welcomes the recommendations issued by the Board to address the root causes and systemic weaknesses hindering progress in the implementation of major business transformation projects and management reform in the Organization;

5. *Also recalls* paragraph 27 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to implement the recommendations of the Board as a matter of priority;

6. *Underlines* the importance of information and communications technology in meeting the growing demands of the Organization as it becomes increasingly reliant on its information and communications technology infrastructure;

7. *Also underlines* the importance of information and communications technology in strengthening oversight and accountability and in increasing the availability of accurate and timely information to support decision-making;

8. *Acknowledges* that the lack of effective governance and leadership in the area of information and communications technology has resulted in a high level of duplication and fragmentation of the information and communications technology functions in the Secretariat;

9. *Recalls* paragraph 69 of the report of the Advisory Committee on Administrative and Budgetary Questions, and stresses the need for improved oversight for the more timely detection of serious issues in the implementation of major projects and initiatives such as information and communications technology;

10. *Notes* that the post of Chief Information Technology Officer has been vacant since 2012, and requests the Secretary-General to accelerate the filling of the position without further delay in order to ensure the effective direction, planning and management of information and communications technology activities;

11. *Recalls* paragraphs 42, 70 and 71 of the report of the Advisory Committee on Administrative and Budgetary Questions and its suggestion of a sequential approach to the formulation of a new information and communications technology strategy, and requests the Secretary-General to submit a progress report to the General Assembly at its sixty-eighth session on the measures taken to address the priorities identified by the Board in its report, in particular with regard to the

implementation of the enterprise resource planning project, Umoja, and information technology security;

12. *Requests* the Secretary-General to propose a revised information and communications technology strategy, including lessons learned, by no later than the sixty-ninth session of the General Assembly, bearing in mind that the purpose of information and communications technology is to support the work of the Organization;

13. *Stresses* that the revised information and communications technology strategy should be based on a thorough analysis of the business environment and its requirements and be aligned with the service delivery model of the Organization, including ongoing and upcoming business transformation initiatives;

14. *Requests* the Secretary-General to include, in the revised information and communications technology strategy, a comprehensive performance management framework based on well-defined concepts and effective mechanisms and tools for monitoring, evaluating and measuring the results and impact of the activities implemented, the lessons learned from the problems encountered in the implementation of the current information and communications technology strategy and a detailed, workable implementation plan, as well as a fully justified cost-benefit analysis;

15. *Regrets* the recent insufficient collaboration among the Umoja project team, the Office of Information and Communications Technology and other United Nations Secretariat information and communications technology units;

16. *Requests* the Secretary-General to identify and put into place the measures required to ensure the successful implementation of all of the phases of Umoja and to ensure that the Office of Information and Communications Technology and other relevant departments, offices and units are able to support the enterprise resource planning system autonomously in the post-implementation phase in order to increase productivity and cost-effectiveness in service delivery;

17. *Also requests* the Secretary-General to proceed with the implementation of his action plan to strengthen information security as a matter of priority, to ensure the adoption, without further delay, of the information security policy directive and associated policy documents in a manner that assures accountability at all levels of the Organization and to take prompt remedial action to address any hindrances that may arise to the effective implementation of the action plan or the promulgation and enforcement of information security policies throughout the Secretariat;

18. *Invites* the Secretary-General to provide, in the context of the proposed programme budget for the biennium 2014-2015, an update on the status of implementation of the actions taken to address information security issues, including measures taken to guard against any threats of cyber attack;

19. *Recalls* paragraphs 53 and 55 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to conduct a comprehensive review of the existing software applications and to plan for the necessary migration and decommissioning of systems to enable a smooth transition to Umoja;

II

Organizational resilience management system: emergency management framework

Recalling section II of its resolution 64/260 of 29 March 2010 and section I of its resolution 66/247 of 24 December 2011, as well as its decision 67/552 of 24 December 2012,

Having considered the report of the Secretary-General on organizational resilience management, including the comprehensive emergency framework⁶ and the related report of the Advisory Committee on Administrative and Budgetary Questions,⁷

Having also considered the report of the Joint Inspection Unit on business continuity in the United Nations system,⁸ as well as the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,⁹

1. *Takes note* of the report of the Secretary-General;⁶
2. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions,⁷ subject to the provisions of the present resolution;
3. *Approves* the organizational resilience management system approach as the emergency management framework;
4. *Recalls* paragraph 23 of the report of the Advisory Committee on Administrative and Budgetary Questions, and, while noting that the Secretary-General is not requesting additional financial resources for the implementation of the organizational resilience management framework, requests him to provide a detailed accounting of the full cost of the initiative in the context of the next progress report;
5. *Emphasizes* the importance of the organizational resilience management system framework in managing operational risks to the United Nations under an all-hazards approach;
6. *Requests* the Secretary-General to submit to the General Assembly, at the first part of its resumed sixty-eighth session, a progress report on the implementation of the organizational resilience management system, including information on the steps taken to expand the system to include the specialized agencies, funds and programmes;
7. *Also requests* the Secretary-General, in the context of the report mentioned in paragraph 6 above, to present comprehensive information on the work of the after-action review on storm Sandy, including the action taken to address the shortcomings identified;
8. *Further requests* the Secretary-General to ensure that all relevant rules, regulations and resolutions are adhered to in the implementation of all aspects of the organizational resilience management framework;

⁶ A/67/266.

⁷ A/67/608.

⁸ A/67/83.

⁹ A/67/83/Add.1.

III

Feasibility study on the United Nations Headquarters accommodation needs 2014-2034

Recalling its resolution 60/282 of 30 June 2006 and section A of its decision 66/556 B of 9 April 2012,

Having considered the reports of the Secretary-General on the feasibility study on the United Nations Headquarters accommodation needs 2014-2034,¹⁰ and on the expanded feasibility study on the United Nations Headquarters accommodation needs 2014-2034,¹¹ as well as the related reports of the Advisory Committee on Administrative and Budgetary Questions,¹²

1. *Takes note of the reports of the Secretary-General;^{10, 11}*
2. *Endorses the conclusions and recommendations contained in the reports of the Advisory Committee on Administrative and Budgetary Questions,¹² subject to the provisions of the present resolution;*
3. *Stresses the important role of the host countries in their support for United Nations Headquarters and offices away from Headquarters;*
4. *Underlines the historical and architectural significance of the United Nations complex in New York and of the original design of the Board of Design Consultants, without prejudice to the prerogative of the General Assembly to consider all options with regard to the long-term accommodation of United Nations Headquarters;*
5. *Notes that the information provided by the Secretary-General in the expanded study on United Nations Headquarters long-term accommodation needs 2014-2034 is not precise and comprehensive enough to facilitate decision-making by the General Assembly and that it does not give equal treatment to all options considered;*
6. *Recalls paragraphs 52 and 53 of the report of the Advisory Committee on Administrative and Budgetary Questions,¹³ and requests the Secretary-General to submit to the General Assembly a new report on United Nations Headquarters long-term accommodation needs with comprehensive information on all viable options, including additional options not adequately considered or developed in the report of the Secretary-General, ensuring that all options are treated equally, while seeking the most favourable terms for the Organization in all cases, as early as possible in the sixty-eighth session;*
7. *Stresses that the new report mentioned in paragraph 6 above shall also cover factors including, but not limited to, total population requirements with and without the staff of the participating funds and programmes and the financial consequences of the cost-sharing arrangements with them; the impact of the implementation of flexible work arrangements on the capacity of the buildings at the Headquarters compound, the sequencing of United Nations construction projects, the findings from the ongoing review of flexible workspace arrangements and*

¹⁰ A/66/349.

¹¹ A/67/720.

¹² A/66/7/Add.3 and A/67/788.

¹³ A/67/788.

strategies in the Secretariat, the potential impact on the architectural integrity of the United Nations compound, an analysis of the preferable ratio of owned versus leased space for the Organization and possible developments in the planning for the future of the Organization;

8. *Recalls* paragraph 48 of the report of the Advisory Committee and emphasizes that the term "comprehensive information" in paragraph 6 above means information including, but not limited to, short- and long-term financing alternatives for each option, the direct and indirect costs of each option, the net present value of each option, along with the residual value of new construction where relevant and the legal and other risks associated with each option;

9. *Notes* the Secretariat initiative to commission a report on the application of flexible workspace strategies and working arrangements in the Organization, and looks forward to receiving the report of the Secretary-General at the main part of its sixty-eighth session;

10. *Decides* that the pursuit of negotiations by the Secretary-General with the intention of keeping option 3 viable shall in no way represent a commitment by the Organization and shall be without prejudice to any decision by the General Assembly, nor shall it entail legal or financial liability for the United Nations;

11. *Requests* the Secretary-General to provide information on a regular basis to the General Assembly on the progress of the efforts referred to in the paragraphs above;

12. *Recalls* paragraph 50 of the report of the Advisory Committee on Administrative and Budgetary Questions as well as section VII, paragraph 4, of resolution 66/247, and reiterates its request to the Secretary-General to ensure that major capital expenditure projects are not implemented simultaneously in order to prevent the need to finance them at the same time;

13. *Also recalls* paragraph 59 of the report of the Advisory Committee on Administrative and Budgetary Questions and section V, paragraph 29, of resolution 67/246 of 24 December 2012, and reiterates its request for comprehensive information and options, as well as financial implications, on the renovation of the South Annex Building and the Dag Hammarskjöld Library Building, in the context of the eleventh annual report on the capital master plan, ensuring that the commemorative value of the Dag Hammarskjöld Library is respected;

14. *Requests* the Secretary-General to ensure effective oversight and audit coverage in all phases of the project, including the ongoing feasibility study;

IV

Revised estimates relating to section 34 of the programme budget for the biennium 2012-2013 for remediation work in the aftermath of storm Sandy

Having considered the report of the Secretary-General on revised estimates relating to section 34 of the programme budget for the biennium 2012-2013 for remediation work in the aftermath of storm Sandy¹⁴ and the related report of the Advisory Committee on Administrative and Budgetary Questions,¹⁵

¹⁴ A/67/748.

¹⁵ A/67/789.

1. *Takes note* of the report of the Secretary-General;¹⁴
2. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions,¹⁵ subject to provisions of the present resolution;
3. *Acknowledges* the efforts made by the Secretariat during and in the aftermath of storm Sandy, with a view to quickly restoring normal working conditions for the staff and resuming the Organization's critical business;
4. *Recognizes* the difficulties in communication faced by Member States and staff during and in the aftermath of storm Sandy, and, in that regard, requests the Secretary-General to present, at the first part of the resumed sixty-eighth session, comprehensive information on the work of the after-action review of storm Sandy, including the actions taken to address the shortcomings identified, in order to reduce the vulnerability of United Nations Headquarters to future flooding events and other emergencies;
5. *Affirms*, as illustrated by the aftermath of storm Sandy, the importance of accountability and oversight in the effective functioning of the emergency management framework, particularly in the areas of governance, communication, physical infrastructure and business continuity;
6. *Welcomes* the delineation of responsibilities among the various heads of departments and senior managers for the implementation of prevention, mitigation and recovery measures;
7. *Notes* that without the timely implementation of the Secretary-General's proposed remediation measures, the Organization runs the risk of significant, uninsurable financial exposure;
8. *Authorizes* the Secretary-General to enter into commitments in the biennium 2012-2013 of up to \$6,063,400 under section 34, Construction, alteration, improvement and major maintenance, for mitigation work, encourages all efforts to minimize costs within this section, in the most efficient manner, and requests the Secretary-General to report thereon in the context of the second performance report on the programme budget for the biennium 2012-2013;
9. *Recalls* paragraph 8 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to implement the remediation and mitigation work at United Nations Headquarters in an immediate manner in order to avoid delays in the implementation of the capital master plan and enable its completion within the approved schedule;
10. *Authorizes* the Secretary-General to enter into commitments in the biennium 2012-2013 of up to \$131,421,300 to enable remediation work, and requests him to report thereon in the context of the second performance report on the programme budget, to be submitted at the main part of the sixty-eighth session of the General Assembly;
11. *Notes* that the cost of the remediation work is expected to be reimbursed under the terms of the insurance policies held by the United Nations up to an estimated amount of \$137,851,400;
12. *Notes* the intention of the Secretary-General to submit the vast majority of the insurance claims relating to storm Sandy by 31 December 2013 and, in that

regard, requests him to ensure the timely submission of all insurance claims in order to expedite reimbursement and to report on the status of reimbursement and the insurance claims process in the context of the second performance report on the programme budget for the biennium 2012-2013;

13. *Notes* that the total estimated amount of non-recoverable damages may amount to a maximum of \$11,069,900, and requests the Secretary-General, subject to the outcome of the insurance recovery efforts and the Secretariat's prioritization of equipment and other content of which replacement is essential, to make efforts to minimize expenditure by seeking efficiencies during the course of the remediation work, and to report on those efforts in the context of the second performance report on the programme budget for the biennium 2012-2013;

14. *Recalls* paragraph 14 of the report of the Advisory Committee on Administrative and Budgetary Questions and decides to authorize the Secretary-General to use the Working Capital Fund as a cash flow bridging mechanism to cover payments pending the receipt of insurance settlements, and requests the Secretary-General to closely monitor the cash position of the Organization so as to ensure that other operations are not put at risk and to report thereon to the General Assembly on a regular basis within existing mechanisms;

15. *Decides* to establish a multi-year special account for insurance recovery and expenditure relating to the damage in the aftermath of storm Sandy until 31 December 2015, with the possibility of extension beyond that date depending on the status of the insurance claims process;

16. *Also recalls* paragraph 9, section X, of its resolution 67/246, and requests the Secretary-General to include information on the cash balance of the special account in the forthcoming monthly information on the cash situation of the Organization;

17. *Requests* the Secretary-General to closely monitor the insurance market, including all means of risk mitigation, with a view to securing adequate coverage for all United Nations installations exposed to natural hazards and emergencies at a reasonable cost and to report thereon at the first part of its resumed sixty-eighth session;

V

Safety and security management system for the United Nations

Recalling section XIV of its resolution 65/259 of 24 December 2010, its resolution 66/246 of 24 December 2011, section A of its decision 66/556 B of 9 April 2012 and its decision 67/552 of 24 December 2012,

Having considered the report of the Secretary-General on the conclusions of the High-level Working Group on Programme Criticality,¹⁶ his comprehensive report on the United Nations Department of Safety and Security¹⁷ and his report on the use of private security,¹⁸ as well as the related reports of the Advisory Committee on Administrative and Budgetary Questions,¹⁹

¹⁶ A/66/680.

¹⁷ A/67/526.

¹⁸ A/67/539.

¹⁹ A/66/720 and A/67/624.

1. *Takes note* of the reports of the Secretary-General;^{16, 17, 18}
2. *Endorses* the conclusions and recommendations contained in the reports of the Advisory Committee on Administrative and Budgetary Questions,¹⁹ subject to the provisions of the present resolution;

Safety and security

3. *Reaffirms* the importance of ensuring the safety and security of United Nations staff, operations and premises;
4. *Welcomes* the progress made in strengthening the security management system for the coordination of security arrangements for the Organization;
5. *Stresses* the importance of ensuring full accountability for compliance with safety and security policies and guidelines and of monitoring managerial performance throughout the United Nations system, and, in that regard, requests the Secretary-General to continue to report thereon in the context of his relevant reports;
6. *Requests* the Secretary-General to continue to strengthen his cooperation with host Governments in order to ensure the safety and security of United Nations personnel, premises and assets;
7. *Encourages* the Secretary-General to continue efforts to ensure the mainstreaming of safety and security in the implementation of mandated programmes and activities of the United Nations system;
8. *Recalls* paragraph 9 of the report of the Advisory Committee on Administrative and Budgetary Questions,²⁰ and requests the Secretary-General to provide information in that regard in the context of the proposed programme budget for the biennium 2016-2017;
9. *Reiterates* the principle that the United Nations Secretariat, organizations, funds and programmes share a common responsibility for the safety and security of their staff and that funding for safety and security, based on cost-sharing arrangements, should be clear, predictable and secure, and, in that regard, invites the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to keep under review cost-sharing arrangements with all participating entities;

Use of private security

10. *Notes* that the United Nations is called upon, as an exceptional measure, to use armed security services from private security companies to secure the premises and personnel of the Organization;
11. *Stresses* that such services should be used as a last resort to enable United Nations activities in high-risk environments only when a United Nations security risk assessment concludes that other alternatives, including protection by the host country, support from the Member States concerned or internal United Nations system resources are inadequate;

²⁰ A/67/624.

12. *Also stresses* the importance of ensuring that all measures are undertaken to avoid legal and reputational risks for the Organization in using armed security services of private security companies;

13. *Acknowledges* the efforts of the Secretary-General to develop a policy to guide the use of armed security services from private security companies, and requests him to consider disseminating information on that policy as widely as possible, in all six official languages of the United Nations, taking into account relevant security considerations, to ensure the proper enforcement of the policy, and to continue to report to the General Assembly on the use of armed security services from private security companies;

14. *Recalls* paragraph 7, section XIV, of its resolution 65/259 and, in that context, encourages the Secretary-General to continue to use armed security services from private security companies as an exceptional measure and a last resort;

15. *Requests* the Secretary-General to continue to take all appropriate measures to ensure that, when using security and protection services from private security companies, the selected companies operate in accordance with the national legislation of the host country and the Charter of the United Nations and fully abide by the relevant principles and rules of international human rights law, international humanitarian law and international criminal law;

16. *Recalls* paragraph 25 of the report of the Advisory Committee on Administrative and Budgetary Questions²⁰ and acknowledges that the policy implications of the use of private security by the United Nations may raise substantive and legal issues that may be of interest to other Committees of the General Assembly, in addition to the Fifth Committee, and in that regard, requests the Secretary-General, in consultation with the relevant substantive bodies, to present a proposal for ensuring that such substantive and legal issues are duly addressed by the relevant expert or intergovernmental bodies, as appropriate, in the relevant reports to the General Assembly;

17. *Requests* the Secretary-General to provide clarification on the operational criteria for when the use of armed security services from private security companies could be appropriate for United Nations operations at Headquarters and field locations and to report thereon in the relevant reports to the General Assembly;

Programme criticality

18. *Recalls* paragraph 14 of the report of the Advisory Committee on Administrative and Budgetary Questions²¹ on the conclusions of the High-level Working Group on Programme Criticality, and requests the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to submit for consideration and approval at the sixty-ninth session, a report containing the final conclusions of the High-level Working Group on Programme Criticality;

19. *Acknowledges* the programme criticality framework as an instrument to assist managers in the field to take time-sensitive decisions to prioritize programme activities in specific locations in response to changes in local security conditions;

²¹ A/66/720.

20. *Recalls* paragraph 7 of the report of the Advisory Committee on Administrative and Budgetary Questions,²¹ and emphasizes that the programme criticality framework shall not affect intergovernmental oversight and accountability to the legislative bodies;

21. *Also recalls* paragraph 13 of the report of the Advisory Committee on Administrative and Budgetary Questions²¹ and requests the Secretary-General to ensure coherence and consistency between the proposed programme criticality framework and other related initiatives of the Secretary-General and to report thereon in the relevant reports;

VI

Standards of accommodation for air travel

Recalling its resolution 42/214 of 21 December 1987, section IV, paragraph 14, of its resolution 53/214 of 18 December 1998, section IV of its resolution 60/255 of 8 May 2006, section XV of its resolution 62/238 of 22 December 2007, section II of its resolution 63/268 of 7 April 2009 and section IV of its resolution 65/268 of 24 May 2011, as well as its decisions 57/589 of 18 June 2003 and 66/556 B of 9 April 2012,

Having considered the reports of the Secretary-General on proposals for a more effective and efficient utilization of resources for air travel²² and on standards of accommodation for air travel²³ and the report of the Office of Internal Oversight Services on the comprehensive audit of all air travel activities and related practices,²⁴ as well as the related reports of the Advisory Committee on Administrative and Budgetary Questions,²⁵

1. *Takes note* of the reports of the Secretary-General;^{22, 23}
2. *Endorses* the conclusions and recommendations contained in the reports of the Advisory Committee on Administrative and Budgetary Questions, subject to the provisions of the present resolution;²⁵
3. *Welcomes* the report of the Office of Internal Oversight Services,²⁴ and encourages the Secretary-General to implement all the recommendations therein and to report thereon to the General Assembly at its sixty-ninth session;
4. *Looks forward* to the successful roll-out of Umoja in air travel business administration of the United Nations, and requests the Secretary-General to submit to the General Assembly, at the session immediately following the roll-out, a comprehensive report on the effects of Umoja application in travel administration, including updated information, trends and analysis in all areas relating to air travel in the United Nations;
5. *Notes* that the Secretary-General has not provided the information requested by the General Assembly in section IV, paragraph 13, of its resolution 65/268, and stresses the importance of the provision of accurate, complete and comprehensible data as the basis for sound management and effective oversight of all costs relating to air travel;

²² A/66/676.

²³ A/67/356.

²⁴ A/67/695.

²⁵ A/66/739 and A/67/636.

6. *Requests* the Secretary-General to report to the General Assembly at the beginning of the main part of its sixty-eighth session on the projected total expenditure on air travel under the regular budget, by budget section, including payments under lump-sum schemes, for the biennium 2012-2013, with corresponding data for the bienniums 2010-2011 and 2008-2009;

7. *Recalls* section 2 (e) of the annex to resolution 65/268, and requests the Secretary-General to continue to monitor industry best practices in the area of frequent flyer miles and to report to the General Assembly on any new trend that could be utilized to take stock from frequent flyer miles to improve the administration of travel;

8. *Recognizes* the efforts by the Secretary-General in initiating the 16-day advanced booking of tickets, requests him to make every effort to reduce short-notice travel and to ensure that trips are booked as much in advance of the travel date as possible, and also requests him to ensure that all managers in charge of air travel administration, including those in the peacekeeping missions, are informed of and comply with such provision;

9. *Requests* the Secretary-General to keep the option of full online booking under review in the context of the implementation of Umoja and to report thereon to the General Assembly;

10. *Recalls* recommendation 17 in the report of the Office of Internal Oversight Services,²⁴ and requests the Secretary-General to strictly abide by the rules and procedures governing the procurement process in the United Nations system;

11. *Recognizes* recent efforts by the Secretary-General to use alternative methods of procurement, which resulted in a reduction in costs in 2012, and requests him to further explore other possible options for the procurement of air travel services, taking into account the experiences of other organizations;

12. *Requests* the Secretary-General to maintain the use of preferred carrier arrangements offering competitive rates;

13. *Decides* that, for official travellers below the level of Assistant Secretary-General, the standard of accommodation for air travel will be business class if a single-leg journey is 9 hours or more and will be business class for a multi-leg journey if the combined travel time of the journey is 11 hours or more, including a maximum of 2 hours of connection time, provided that the journey to the next destination resumes within 12 hours;

14. *Requests* the Secretary-General to modify his administrative instructions on standards of accommodation for air travel so that the duration of a journey shall be determined based on the most economical route available, provided that the total additional time of the whole journey does not exceed the most direct route by four hours;

15. *Decides* that the Secretary-General shall, as an interim measure pending the outcome of the review to be concluded in 2015, revise the provision for determining the travel-related lump-sum payment to 70 per cent of the least restrictive economy class fare, and requests the Secretary-General to include, in his report on the standards of accommodation of air travel to be submitted to the General Assembly at its sixty-ninth session, an analysis of the impact of the

implementation of this provision and to make further proposals on modifying the lump-sum scheme;

16. *Notes* the increasing frequency and costs of exceptions to the standards of accommodation for air travel, and requests the Secretary-General to take action to limit the use of exceptions, to conduct an analysis of the trends in the use of exceptions and to present proposals for enhancing controls in this area no later than the sixty-ninth session of the General Assembly;

17. *Requests* the Secretary-General to review the use of exceptions for the category of prominent persons and to report thereon in the context of the report requested in paragraph 16 above;

18. *Recalls* paragraph 27 of the report of the Advisory Committee on Administrative and Budgetary Questions²⁶ and, in that regard, requests the Secretary-General to clarify any proposals to encourage other modes of transportation;

19. *Also recalls* section IV, paragraph 4, of its resolution 65/268;

20. *Decides* that the changes set out in the present resolution shall not affect the current standards of accommodation for air travel and daily subsistence allowance of members of organs and/or subsidiary organs, committees, councils and commissions of the United Nations.

²⁶ A/66/739.

**General Assembly**

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Sixty-seventh session
Fifth Committee
Agenda item 136
Joint Inspection Unit

Draft resolution submitted by the Chair of the Committee following informal consultations

Joint Inspection Unit

The General Assembly,

Recalling its previous resolutions on the Joint Inspection Unit, in particular resolutions 31/192 of 22 December 1976, 50/233 of 7 June 1996, 54/16 of 29 October 1999, 57/284 A and B of 20 December 2002, 58/286 of 8 April 2004, 59/267 of 23 December 2004, 60/258 of 8 May 2006, 61/238 of 22 December 2006, 61/260 of 4 April 2007, 62/226 of 22 December 2007, 62/246 of 3 April 2008, 63/272 of 7 April 2009, 64/262 of 29 March 2010, 65/270 of 4 April 2011 and 66/259 of 9 April 2012,

Reaffirming the statute of the Unit¹ and the unique role of the Unit as the only external and independent system-wide inspection, evaluation and investigation body,

Having considered the report of the Unit for 2012 and programme of work for 2013² and the note by the Secretary-General on the report of the Unit for 2012,³

1. *Takes note with appreciation* of the report of the Joint Inspection Unit for 2012 and programme of work for 2013;²
2. *Takes note* of the note by the Secretary-General on the report of the Unit for 2012;³
3. *Acknowledges* the efforts of the Unit to continuously update and improve its medium- and long-term strategy for 2010-2019, taking into account the dynamics and challenges of the environment in which it undertakes its activities;
4. *Notes with appreciation* the launch of the web-based tracking system, and requests the participating organizations to make full use of the new system and

¹ Resolution 31/192, annex.

² *Official Records of the General Assembly, Sixty-seventh Session, Supplement No. 34 (A/67/34).*

³ A/67/724.



provide in-depth analysis on how the recommendations of the Unit are being implemented;

5. *Reiterates its request* to the executive heads of the participating organizations to fully comply with the statutory procedures for consideration of the reports of the Unit and, in particular, to submit their comments, including information on what they intend to do regarding the recommendations of the Unit, to distribute reports in time for their consideration by legislative organs and to provide information on the steps to be taken to implement those recommendations accepted by the legislative organs and the executive heads of participating organizations;

6. *Reiterates its request* to the Secretary-General and the other executive heads of the participating organizations to fully assist the Unit with the timely provision of all information requested by it;

7. *Welcomes* the coordination of the Unit with the Board of Auditors and the Office of Internal Oversight Services of the Secretariat, and encourages those bodies to continue sharing experiences, knowledge, best practices and lessons learned with other United Nations audit and oversight bodies, as well as with the Independent Audit Advisory Committee, with a view to avoiding overlap or duplication and achieving further synergy, cooperation, effectiveness and efficiency, without prejudice to the respective mandates of the audit and oversight bodies;

8. *Requests* the Unit to consider optimizing the number of projects in its programme of work through prioritization;

9. *Welcomes* the reform efforts made by the Unit to better serve the interests of the participating organizations and Member States, and encourages the Unit to continue its efforts in this regard;

10. *Reiterates* its request to the Unit to continue to focus its reports on important priority items, identifying concrete managerial, administrative and programming questions aimed at providing the General Assembly and other legislative organs of participating organizations with practical and action-oriented recommendations on precisely defined issues;

11. *Notes* the need to enhance the Unit's effectiveness and its system-wide oversight capability;

12. *Recalls* the intention of the Unit to undertake a comprehensive peer review as explained in paragraphs 15 and 27 (d) of annex III to its report for 2008 and programme of work for 2009,⁴ and in this respect requests the Unit to include analysis and recommendations in its report to the General Assembly at the first part of its resumed sixty-eighth session, concerning, inter alia:

- (a) Working methods of the Unit;
- (b) Optimal size and composition of the Unit;
- (c) Standards and guidelines of the Unit;
- (d) Selection of subjects contained in the annual programme of work;

⁴ *Official Records of the General Assembly, Sixty-third Session, Supplement No. 34 (A/63/34 and Corr.1).*

(e) Impact of recommendations made to the United Nations System Chief Executives Board for Coordination and participating organizations;

13. *Notes with satisfaction* that the inspectors and the staff of the Unit had no difficulty, nor did they experience any delay, in obtaining visas for official travel during the period, and in this regard encourages Member States to continue to provide to the Unit all the assistance needed, including by issuing visas in a timely manner, with the aim of supporting the Unit and the implementation of its mandate.



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Fifth Committee

Agenda items 129 and 140

**Review of the efficiency of the administrative and
financial functioning of the United Nations**

**Report on the activities of the Office of Internal
Oversight Services**

**Draft resolution submitted by the Chair of the Committee following
informal consultations**

Report of the Office of Internal Oversight Services on its activities

The General Assembly,

I

Activities of the Office of Internal Oversight Services

Recalling its resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999, 59/272 of 23 December 2004, 60/259 of 8 May 2006, 63/265 of 24 December 2008, 63/287 of 30 June 2009, 64/232 of 22 December 2009, 64/263 of 29 March 2010, 65/250 of 24 December 2010 and 66/236 of 24 December 2011,

Having considered the report of the Office of Internal Oversight Services on its activities for the period from 1 July 2011 to 30 June 2012,¹ as well as the report of the Joint Inspection Unit entitled "The investigations function in the United Nations system"² and the related note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,³

1. *Reaffirms* its primary role in considering and taking action on reports submitted to it;
2. *Also reaffirms* its oversight role and the role of the Fifth Committee in administrative and budgetary matters;
3. *Further reaffirms* the independence and the separate and distinct roles of the internal and external oversight mechanisms;

¹ A/67/297 (Part I) and Add.1.

² A/67/140.

³ A/67/140/Add.1.



4. *Recalls* that the Office of Internal Oversight Services of the Secretariat shall exercise operational independence under the authority of the Secretary-General relating to the performance of its internal oversight functions, in accordance with the relevant resolutions;
5. *Encourages* United Nations internal and external oversight bodies to further enhance the level of cooperation with one another, such as through joint work-planning sessions, without prejudice to the independence of each;
6. *Takes note* of the report of the Office of Internal Oversight Services;¹
7. *Notes with concern* the status of implementation of recommendations contained in the report, and in this regard encourages the Secretary-General to call upon programme managers to ensure their full implementation;
8. *Notes* the role of the Management Committee in monitoring closely the implementation of the recommendations of oversight bodies, and stresses the importance of follow-up with programme managers to ensure the full implementation of those recommendations in a prompt and timely manner;
9. *Requests* the Secretary-General to redouble his efforts to implement outstanding and recurring recommendations of the Office dealing with issues that are systemic in nature;
10. *Also requests* the Secretary-General to ensure that all relevant resolutions pertaining to the work of the Office are brought to the attention of the relevant managers;
11. *Further requests* the Secretary-General to ensure that all relevant resolutions, including those of a cross-cutting nature, are brought to the attention of relevant managers and that the Office also takes those resolutions into account in the conduct of its activities;
12. *Encourages* the Office, in future annual reports, to further enhance its analysis of general trends and strategic challenges regarding internal oversight in the United Nations and to include an update of all critical recommendations, taking into account the risk category, the target date for implementation and the office to be held accountable for such implementation;
13. *Also encourages* the Office to continue its efforts aimed at enhancing its audit, investigation, inspection and evaluation functions;
14. *Notes* the external quality reviews conducted and ongoing in the different divisions of the Office, and looks forward to receiving updates of those reviews in the context of future annual reports;
15. *Recalls* paragraph 10 of its resolution 66/236, and in this regard reiterates its request to the Secretary-General that he entrust the Office with comprehensively defining and compiling key oversight terms related to the work of the Office in close consultation with relevant departments and offices, including the Department of Management and the Office of Legal Affairs of the Secretariat, bearing in mind existing definitions used by the Board of Auditors and the Joint Inspection Unit and taking into account the views of the Independent Audit Advisory Committee;
16. *Notes with appreciation* the report of the Joint Inspection Unit;²
17. *Reaffirms* that the Board of Auditors and the Joint Inspection Unit shall continue to be provided with copies of all reports produced by the Office, requests

that those reports be made available within one month of their finalization, and emphasizes the need for comments by the Board and the Unit, as appropriate;

18. *Welcomes* the efforts made in addressing vacancy rates in the Office, and in this regard encourages the Secretary-General to continue to make every effort to fill the remaining vacant posts, particularly in the Investigations Division and in the field, in accordance with the relevant provisions governing recruitment in the United Nations;

II

Activities of the Independent Audit Advisory Committee

Recalling its resolutions 61/275 of 29 June 2007 and 64/263 and section II of its resolution 66/236,

Having considered the annual report of the Independent Audit Advisory Committee on its activities for the period from 1 August 2011 to 31 July 2012,⁴

1. *Notes with appreciation* the work of the Independent Audit Advisory Committee;

2. *Reaffirms* the terms of reference of the Committee, as contained in the annex to its resolution 61/275;

3. *Endorses* the observations, comments and recommendations contained in paragraphs 18, 19, 21, 23, 25, 29, 30, 34 to 40, 44, 46, 49, 52, 54, 56, 58, 59, 60, 61 and 65 of the annual report of the Committee;⁴

III

Proposal on the dissemination and distribution of audit reports of the Office of Internal Oversight Services

Recalling section I, paragraph 21, of its resolution 66/236 and its decision 66/556 B of 9 April 2012,

Having considered the report of the Office of Internal Oversight Services on the proposal on the dissemination and distribution of audit reports,⁵

1. *Requests* the Secretary-General to entrust the Office of Internal Oversight Services with publishing audit reports on the website of the Office, on an experimental basis, by no later than 1 July 2013, until 31 December 2014;

2. *Requests* the Independent Audit Advisory Committee to review the practice of publication of audit reports, including those on the relationship of the Office with management, the reputation of the Organization and the effectiveness of the new report format, and to report thereon to the General Assembly at the main part of its sixty-ninth session;

3. *Decides* that a final decision on the continuation of the experiment shall be made in the context of the review of the mandate of the Office to be conducted at the sixty-ninth session of the General Assembly;

4. *Requests* the Secretary-General to take all measures necessary to ensure that the credibility of the Organization and its staff are protected.

⁴ A/67/259 and Corr.1 and 2.

⁵ A/66/674.



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Fifth Committee

Agenda item 144

**Financing of the International Residual Mechanism for
Criminal Tribunals**

**Draft resolution submitted by the Chair of the Committee following
informal consultations**

International Residual Mechanism for Criminal Tribunals

The General Assembly,

Recalling its resolutions 66/240 B of 21 June 2012 and 67/244 of 24 December 2012,

Having considered the report of the Secretary-General on the construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch,¹ and the related report of the Advisory Committee on Administrative and Budgetary Questions,²

- 1. Takes note of the report of the Secretary-General on the construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch;¹*
- 2. Endorses the conclusions and recommendations of the Advisory Committee on Administrative and Budgetary Questions,² subject to the provisions of the present resolution;*
- 3. Notes with appreciation the continued efforts of the Government of the United Republic of Tanzania in facilitating the construction project;*
- 4. Welcomes the progress made in the implementation of the mandates related to the construction of the facility;*
- 5. Authorizes the activities related to all phases of the construction of the facility;*
- 6. Authorizes the Secretary-General to establish a multi-year special account to record income and expenditure for the construction of the facility;*

¹ A/67/696.

² A/67/768.



7. *Welcomes* the use of local knowledge in the design stage, and in this regard encourages the Secretary-General to continue his efforts in including local knowledge and capacity in the implementation of the project;

8. *Commends* the Secretary-General for the savings achieved by using in-house capacity for developing the conceptual design, and encourages him to continue to find further savings where possible during the implementation of the project;

9. *Recalls* paragraph 9 of the report of the Advisory Committee on Administrative and Budgetary Questions, and in this regard requests the Secretary-General to apply the flexible use of office space in the Arusha branch project, upon the approval by the General Assembly of flexible workspace arrangements in the Secretariat;

10. *Requests* the Secretary-General to entrust the Office of Internal Oversight Services with ensuring effective oversight of the implementation of the construction of the facility and with submitting to the General Assembly information on key findings in the context of its annual reports;

11. *Recalls* the mandate that the Mechanism should be a small, temporary and efficient structure, whose functions and size will diminish over time, with a small number of staff commensurate with its reduced functions;

12. *Also recalls* paragraph 36 of the report of the Secretary-General, and encourages the Secretary-General to continue his efforts to ensure that the required courtroom space is completed in a cost-effective manner, keeping in mind the varying judicial requirements of the Mechanism, and to continue to report thereon in the context of the performance reports;

13. *Requests* the Secretary-General to make further efforts to shorten the duration of the construction project, to allocate the resources provided in the most effective and efficient manner and to submit a progress report no later than at the first part of the resumed sixty-eighth session of the General Assembly;

14. *Also requests* the Secretary-General, through the Office of Central Support Services of the Department of Management, to update Member States regularly on the progress of the construction project;

15. *Emphasizes* the importance of guidance, interaction and coordination between the Secretariat in New York, including the Office of Central Support Services, on the one hand, and the Mechanism, Arusha branch, on the other hand, with clear reporting lines during the implementation of the project;

16. *Stresses* the importance of the leadership and guidance of the Secretary-General and senior management, as well as of a commitment to the construction project by all parties concerned during the execution and completion of the project;

17. *Takes note* of paragraphs 21 and 22 of the report of the Secretary-General, and in this regard requests the Secretary-General to ensure that the procurement of goods and services for the construction project is carried out in strict compliance with the existing regulations, rules and relevant provisions of General Assembly resolutions governing procurement in the United Nations;

18. *Recalls* paragraph 33 of its resolution 62/269 of 20 June 2008;

19. *Also recalls* paragraph 12 of the report of the Advisory Committee on Administrative and Budgetary Questions, and in this regard requests the Secretary-General to continue bilateral exchanges with judicial institutions such as the African Court on Human and Peoples' Rights to discuss issues of mutual interest, including exploring the possibility of sharing facilities, particularly a courtroom, in the future and to report on the outcome of the exchanges in the context of the progress reports;

20. *Notes* that additional requirements for the project will be included in the proposed budget for the Mechanism for the biennium 2014-2015.



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Fifth Committee

Agenda item 139

**Administrative and budgetary coordination of the
United Nations with the specialized agencies and the
International Atomic Energy Agency**

**Draft decision submitted by the Chair of the Committee following
informal consultations**

**Budgetary and financial situation of the organizations of the
United Nations system**

The General Assembly, recalling its decision 67/553 of 24 December 2012, requests the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to coordinate the annual compilation of analysis relating to the financial situation of organizations participating in the common system, including, inter alia, a focus on the budgetary implications of adjustments to all elements of staff costs, for both the most recently completed calendar year and on the basis of projections for the subsequent calendar year, and to submit the related report to the General Assembly at its sixty-ninth session.



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Sixty-seventh session**Fifth Committee**

Agenda item 137

United Nations common system

Draft resolution submitted by the Chair of the Committee following informal consultations

United Nations common system: report of the International Civil Service Commission

The General Assembly,

Recalling its resolutions 44/198 of 21 December 1989, 51/216 of 18 December 1996, 52/216 of 22 December 1997, 53/209 of 18 December 1998, 55/223 of 23 December 2000, 56/244 of 24 December 2001, 57/285 of 20 December 2002, 58/251 of 23 December 2003, 59/268 of 23 December 2004, 60/248 of 23 December 2005, 61/239 of 22 December 2006, 62/227 of 22 December 2007, 63/251 of 24 December 2008, 64/231 of 22 December 2009, 65/248 of 24 December 2010, 66/235 A of 24 December 2011 and 66/235 B of 21 June 2012 and its decision 67/552 of 24 December 2012,

Having considered the report of the International Civil Service Commission for 2012,¹

Reaffirming its commitment to a single, unified United Nations common system as the cornerstone for the regulation and coordination of the conditions of service of the common system,

1. *Takes note with appreciation of the work of the International Civil Service Commission;*
2. *Takes note of the report of the Commission for 2012;¹*
3. *Notes the decision of the Commission to conduct a comprehensive review of the compensation package for staff in the Professional and higher categories, and requests the Commission, in undertaking the review, to bear in mind the financial situation of the organizations participating in the United Nations common system and their capacity to attract a competitive workforce;*

¹ *Official Records of the General Assembly, Sixty-seventh Session, Supplement No. 30 (A/67/30 and Corr.1).*



4. *Requests* the Commission to report to the General Assembly during the main part of its sixty-eighth and sixty-ninth sessions, in the context of its annual report, on the progress, preliminary findings and administrative aspects of the comprehensive review and to report to the Assembly as soon as possible but no later than during the main part of its seventieth session on the final conclusions and recommendations of the comprehensive review;

A. Conditions of service applicable to both categories of staff

1. Education grant

1. *Approves*, with effect from the school year in progress on 1 January 2013, the recommendations contained in paragraph 44 of the report of the Commission¹ and annex III thereto;

2. *Notes with concern* that the number of claims for the education grant has increased by 24 per cent system-wide since the last biennium review in 2010, resulting in a 35 per cent increase in the overall amount of education grant disbursed between 2009 and 2011;

2. Pensionable remuneration

Recalling its resolutions 45/242 of 21 December 1990, 47/203 of 22 December 1992, 48/225 of 23 December 1993 and 51/216 of 18 December 1996,

Takes note of the decisions contained in paragraph 59 of the report of the Commission,¹

3. Standards of conduct for the international civil service

Recalling paragraph 78 of its resolution 65/247 of 24 December 2010, in which it requested the Commission to consider standards of conduct in the context of its 2011 programme of work,

Approves, with effect from 1 January 2013, the revised standards of conduct for the international civil service contained in annex IV to the report of the Commission,¹

4. Mandatory age of separation

1. *Endorses* the decision of the Commission, as contained in paragraph 25 of its report,¹ to support the recommendation of the United Nations Joint Staff Pension Board to raise the mandatory age of separation to age 65 years for new staff of member organizations of the United Nations Joint Staff Pension Fund, effective no later than 1 January 2014;²

2. *Welcomes* the strategic review being undertaken by the secretariat of the Commission, in consultation with organizations and staff representatives, of the implications of applying the increased mandatory age of separation of 65 years to current staff members, and looks forward to considering the outcome of this review at its sixty-eighth session;

² See *Official Records of the General Assembly, Sixty-seventh Session, Supplement No. 9 (A/67/9)*, para. 12 (b).

5. Contractual arrangements: review of the implementation of the three types of contracts and the phasing-out of appointments of limited duration

Takes note of the decisions contained in paragraph 104 of the report of the Commission.¹

B. Conditions of service of staff in the Professional and higher categories

1. Base/floor salary scale

Notes that tax-related changes in the comparator country resulted in an increase of 0.12 per cent in the salaries of its officials compared with 2011 levels,

2. Evolution of the margin

Recalling section I.B of its resolution 51/216 and the standing mandate from the General Assembly, under which the Commission is requested to continue its review of the relationship between the net remuneration of United Nations staff in the Professional and higher categories in New York and that of comparator civil service (United States Federal Civil Service) employees in comparable positions in Washington, D.C. (referred to as "the margin"),

Reaffirms that the range of 110 to 120 for the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the comparator civil service should continue to apply, on the understanding that the margin would be maintained at a level around the desirable midpoint of 115 over a period of time, without prejudice to its future decisions,

3. Overview of mobility policies within organizations of the United Nations common system

Recalling its resolutions 65/248 and 66/235 A,

Takes note of the decisions contained in paragraph 169 of the report of the Commission.¹



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Fifth Committee

Agenda item 135

Human resources management

**Draft resolution submitted by the Chair of the Committee following
informal consultations**

Human resources management

The General Assembly,

Recalling Articles 8, 97, 100 and 101 of the Charter of the United Nations,

Recalling its resolutions 49/222 A and B of 23 December 1994 and 20 July 1995, 51/226 of 3 April 1997, 52/219 of 22 December 1997, 52/252 of 8 September 1998, 53/221 of 7 April 1999, 55/258 of 14 June 2001, 57/305 of 15 April 2003, 58/296 of 18 June 2004, 59/266 of 23 December 2004, 59/287 of 13 April 2005, 60/1 of 16 September 2005, 60/254 of 8 May 2006, 60/260 of 8 May 2006, 61/244 of 22 December 2006, 61/276, section VIII, of 29 June 2007, 62/238, section XXI, of 22 December 2007, 62/248 of 3 April 2008, 63/250 of 24 December 2008, 63/271 of 7 April 2009, 65/247 of 24 December 2010 and 66/234 of 24 December 2011, its decision 67/552 of 24 December 2012 and its other relevant resolutions and decisions,

Having considered the relevant reports on human resources management submitted to the General Assembly¹ and the related report of the Advisory Committee on Administrative and Budgetary Questions,²

Having also considered the reports of the Joint Inspection Unit on the review of the Medical Service in the United Nations system,³ on staff-management relations within the United Nations⁴ and on the management of sick leave in the United Nations system,⁵ as well as the notes by the Secretary-General transmitting

¹ A/67/99 and Corr.1, A/67/171 and Corr.1, A/67/324 and Add.1, A/67/329 and Add.1, and A/67/306.

² A/67/545.

³ A/66/327.

⁴ A/67/136.

⁵ A/67/337.



his comments and those of the United Nations System Chief Executives Board for Coordination thereon.⁶

1. *Reaffirms* that the staff of the United Nations is an invaluable asset of the Organization, and commends its contribution to furthering the purposes and principles of the United Nations;

2. *Pays tribute* to the memory of all staff members who have lost their lives in the service of the Organization;

3. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions,² subject to the provisions contained in the present resolution;

I.

Human resources management reform

4. *Emphasizes* the fundamental importance of human resources management reform in the United Nations as a contribution to the enhancement of the efficiency and the effectiveness of the United Nations and of the international civil service, and reaffirms its commitment to the implementation of these reforms;

5. *Reaffirms* its support for the integrity and independence of the international civil service;

6. *Notes* the variety of human resources management reform initiatives that the Organization has undertaken since the adoption by the General Assembly of its resolutions 63/250 and 65/247, and recognizes that the continued implementation of the reform initiatives will better equip the Organization to address a variable and demanding environment, in which integration and harmonization will provide the basis for longer-term efficiencies in productivity and an improved work environment that will, in turn, better enable the Organization to meet its mandates;

7. *Urges* the Secretary-General to ensure that the lessons learned from the implementation of previous reforms are taken into consideration in the formulation of new proposals;

8. *Stresses* that such initiatives must be guided by decisions of the General Assembly;

9. *Requests* the Secretary-General to issue a progress report on the implementation of ongoing human resources management reforms, including those approved in its resolutions 63/250 and 65/247 and in the present resolution, at the main part of its sixty-ninth session, with a particular focus on whether these reforms are yielding the expected benefits and other efficiencies and concrete improvements;

10. *Stresses* the importance of ensuring coherence among various ongoing human resources management initiatives in order to enhance their efficiency and effectiveness and to avoid duplication and contradiction;

11. *Requests* the Secretary-General to ensure that proposals presented for consideration by the General Assembly should be as detailed and comprehensive as possible and should aim to go beyond identifying broad principles, overall direction and key elements;

⁶ A/66/327/Add.1, A/67/136/Add.1 and A/67/337/Add.1.

12. *Recalls* paragraph 67 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to work with the relevant non-Secretariat entities, as appropriate, to amend all administrative service arrangements to ensure that the Secretariat, as the administering entity, cannot be held financially liable for administrative decisions taken by employing entities;

13. *Reaffirms* that the human resources management scorecard should reflect that the paramount consideration in the employment of staff and in the determination of conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity, with due regard to recruiting staff on as wide a geographic basis as possible, and requests the Secretary-General to submit a proposal thereon to the General Assembly, including the performance-related criteria;

14. *Requests* the Secretary-General to ensure that all administrative instructions and any other internal instructions on human resources, as well as any information on technology-related applications, are in full compliance with the relevant resolutions of the General Assembly;

15. *Re-emphasizes* that a credible, fair and fully functioning performance appraisal system is critical to effective human resources management, and requests the Secretary-General to redouble his efforts to ensure its rigorous implementation;

16. *Requests* the Secretary-General to take corrective measures with regard to the responsibility of second reporting officers for the quality and timeliness of performance appraisals;

17. *Notes* the efforts taken by the Secretary-General to improve the performance appraisal system in line with section IV, paragraph 42, of its resolution 65/247, and expresses concern about shortcomings identified in the current system of sanctions for underperformance, which may have an adverse effect on productivity and undermine the Secretariat's ability to implement the mandates entrusted to it by the General Assembly;

18. *Also notes* that improvements to the performance appraisal system must be exclusively designed and executed by the Secretary-General in his capacity as chief administrative officer of the Organization, without prejudice to the role of the General Assembly;

19. *Requests* the Secretary-General to ensure smooth integration between Inspira and Umoja in order to ensure an efficient, responsive and comprehensive system for human resources management in the Organization;

20. *Welcomes* the efforts of the Secretary-General to meet learning and development needs in a cost-effective manner, and encourages him to take further steps in this regard, including providing relevant training, and to report thereon to the General Assembly at its sixty-ninth session in his next overview report;

21. *Requests* the Secretary-General to promote e-learning in order to provide equal opportunities for staff to access training, taking into account that e-learning represents a flexible and effective way of delivering some types of learning;

22. *Recalls* that in its resolution 63/250, the General Assembly approved a new contractual framework (comprising temporary, fixed-term and continuing

appointments) and that in its resolution 65/247, the Assembly decided on the modalities for granting continuing appointments, including eligibility criteria;

23. *Regrets* the overall slow progress to date in implementing continuing appointments, while noting the progress that has been made in developing the legal framework and promulgating the details of the continuing appointments regime, and welcomes the development of an electronic tool in Inspira to support the administration of continuing appointments;

24. *Requests* the Secretary-General to expedite the review of the level of the post envelopes and the continued implementation of the continuing appointments regime;

25. *Reiterates its requests* that the Secretary-General report to the General Assembly on the implementation of the continuing appointments regime in the context of his next report on human resources reform;

26. *Reaffirms* the judicial independence of the system of administration of justice, and recalls section II, paragraph 21, of its resolution 63/250 and regulation 4.5 of the Staff Regulations of the United Nations, and also reaffirms that the renewal or conversion of fixed-term contracts shall strictly follow the provisions set out in section II, paragraph 21, of resolution 63/250 and regulation 4.5 of the Staff Regulations;

27. *Recognizes* that workforce planning should be considered an ongoing process, that the staffing requirements of the Organization are contingent upon mandates and that there is scope for the Secretary-General in forecasting future staffing requirements for major occupational groups, including the number of staff needed and the skill sets required;

28. *Recalls* paragraphs 12 and 13 of the report of the Advisory Committee on Administrative and Budgetary Questions, and underlines the need for a comprehensive and robust workforce planning system as a key component of human resources management, including with regard to mobility and career development frameworks, which can contribute to planning for the long-term needs of the Organization;

29. *Emphasizes* that it is the responsibility of managers to ensure the implementation of policies related to staff health and well-being, in particular in field locations, and underlines the importance of integrating this element into the relevant existing accountability frameworks;

30. *Recalls* its resolution 65/247, in which it requested that the Secretary-General report on efforts to enhance the understanding and implementation of the principles of work-life balance and a flexible workforce across the Secretariat;

31. *Encourages* the Secretary-General to continue to take positive steps in this regard, including, inter alia, through fostering a greater understanding among managers of the benefits of authorizing, where appropriate, remote work, family-friendly policies and more flexible working arrangements and the more effective working practices that such arrangements can facilitate, with due regard for the need to monitor the impact on staff performance and the importance of ensuring that access by Member States to the Secretariat remains unaffected;

II.

Recruitment and staffing

32. *Requests* the Secretary-General, in the context of the ongoing human resources management reforms and business transformation projects, to continue to ensure the equal treatment of candidates with equivalent educational backgrounds during the recruitment process, taking fully into account the fact that Member States have different education systems and that no education system shall be considered the standard to be applied by the Organization;

33. *Welcomes* the provision in the United Nations careers portal of material useful for external candidates applying for vacancies, and requests that the Secretary-General take further actions in this regard with a view to promoting opportunities for external candidates;

34. *Notes with serious concern* that the 120-day target for filling a post has still not been reached, stresses the importance of filling posts in a timely manner, and in this context requests the Secretary-General to investigate the reasons for delays at each stage of the staff selection and recruitment process and to report to the General Assembly at its sixty-ninth session on the outcome of that work, including proposals for appropriate measures to address the issues identified;

35. *Reaffirms* the need to respect the equality of the two working languages of the Secretariat, also reaffirms the use of additional working languages in specific duty stations as mandated, and in this regard requests the Secretary-General to ensure that vacancy announcements specify the need for either of the working languages of the Secretariat, unless the functions of the post require a specific working language;

36. *Confirms* that the placement of successful candidates from the young professionals programme should be made at the P-1 or P-2 level, depending on the qualifications of the relevant candidate, the requirements of the related job description and the availability of posts;

37. *Endorses* the arrangement, as set out in paragraph 46 of the report of the Advisory Committee on Administrative and Budgetary Questions, whereby staff members who are nationals of a country participating in the national competitive recruitment examination or the young professionals programme may apply for participation in the examination or programme as external candidates if they meet the eligibility criteria (the "G to N" arrangement), and expresses hope that both the young professionals programme and the "G to N" arrangement will improve geographical representation of underrepresented and unrepresented Member States;

38. *Notes* the implementation of the new young professionals programme, and requests the Secretary-General to monitor its progress towards achieving improved geographical representation of underrepresented and unrepresented Member States;

39. *Requests* the Secretary-General to continue to provide adequate and effective training for young professionals, taking into account the important role of the young professionals programme in improving the geographical representation of underrepresented and unrepresented Member States and in ensuring the continued rejuvenation of the Secretariat;

40. *Emphasizes* that candidates sitting for the young professionals programme examination should neither be advantaged nor disadvantaged by the geographical location of their examination;

41. *Requests* the Secretary-General to conduct a comprehensive review of the method and format of the young professionals programme examination, including its cost implications, while ensuring a level playing field for candidates of all parts of the world, in order to ensure that it is conducted in the most efficient, effective and equitable manner possible, and to report thereon, with concrete proposals, to the General Assembly at its sixty-ninth session;

42. *Also requests* the Secretary-General to undertake increased efforts to reach out to potential young professionals programme candidates from participating and eligible countries;

43. *Expresses serious concern* that progress towards the goal of 50/50 gender balance in the United Nations system has remained elusive, and reiterates its requests to the Secretary-General to increase his efforts to attain and monitor the goal of gender parity in the Secretariat;

III.

Comprehensive assessment of the system of geographical representation

44. *Reiterates* that the principle of equitable geographical distribution in the composition of the Secretariat does not conflict with the paramount consideration in the employment of staff, namely, the necessity of securing the highest standards of efficiency, competence and integrity, as laid down in Article 101, paragraph 3, of the Charter of the United Nations;

45. *Recalls* section IX, paragraph 17, of its resolution 63/250 and paragraph 63 of its resolution 65/247;

46. *Also recalls* paragraph 54 of the report of the Advisory Committee on Administrative and Budgetary Questions, regrets, in this regard, that the Secretary-General has once again failed to present proposals for a comprehensive review of the system of desirable ranges, and requests the Secretary-General to present to the General Assembly, no later than at its sixty-ninth session, proposals with a view to establishing a more effective tool for ensuring equitable geographical distribution in relation to the posts financed through the regular budget;

47. *Further recalls* paragraph 64 of its resolution 65/247, and reiterates its requests to the Secretary-General that he present proposals to effectively increase the representation of developing countries in the Secretariat and report on the progress thereon to the General Assembly at its sixty-ninth session;

48. *Requests* the Secretary-General to make available, through HR Insight, on a quarterly basis, data on the representation of developing countries in the Secretariat, with a view to increasing the scope of the data, as feasible;

49. *Recalls* paragraph 65 of its resolution 65/247 and paragraph 17 of its resolution 66/265 of 21 June 2012, in which it requested the Secretary-General to intensify his efforts to ensure proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping, and to report

thereon in the context of his proposed budget for the support account for peacekeeping operations for the period from 1 July 2013 to 30 June 2014;

IV.

Mobility

50. *Recalls* its resolutions expressing support for staff mobility in the Organization, and takes note of the efforts made by the Secretary-General in submitting his proposed mobility and career development framework to the General Assembly;

51. *Welcomes* the commitment of the Secretary-General to develop a managed mobility policy to ensure that the Organization is more capable of delivering on the diverse and complex mandates entrusted to it by Member States;

52. *Notes* the Secretary-General's intention to introduce a managed mobility policy, beginning with a two-year preparation phase, followed by a period of staged implementation, starting from 1 January 2015, and acknowledges that this is subject to further decisions and approval by the General Assembly;

53. *Also notes* that the overall objective of the Secretary-General's proposed staff mobility and career development framework is to develop a workforce that is global, dynamic and adaptable in order to deliver effectively on the mandates entrusted to it by Member States and to foster the skills and capacities of staff;

54. *Recalls* paragraph 19 of its resolution 65/247 and Article 101 of the Charter, reaffirms the principle of non-discrimination against external recruitment, and stresses the importance of ensuring opportunities for external candidates to be considered for selection and recruitment in order to avoid potentially limiting the ability of the Organization to select the best candidates on as wide a geographical basis as possible, while not precluding any additional measures deemed necessary for the effective mobility of existing staff, bearing in mind the above-mentioned principle;

55. *Also recalls* paragraphs 19 to 21 of the report of the Secretary-General⁷ and paragraph 84 of the report of the Advisory Committee on Administrative and Budgetary Questions, notes in this regard that the scope of the mobility policy has yet to be determined, and requests the Secretary-General to continue to refine the scope of the proposed mobility framework on the basis of the current proposals, taking into consideration the career profile of the United Nations;

56. *Decides* that mobility means a change in position that involves one change or a combination of changes in role, function, department or duty station or a move from the Secretariat to, or to the Secretariat from, an agency, fund or programme of the United Nations system;

57. *Requests* the Secretary-General to provide to the General Assembly for its consideration, no later than at the main part of its sixty-eighth session, a comprehensive report, with the aim of further refining the proposed mobility policy, which should cover, inter alia, the following items:

- (a) Accurate and reliable historical data on staff mobility patterns;

⁷ A/67/324/Add.1.

(b) A detailed analysis of the impact of the mobility framework on the selection and recruitment system, including external recruitment, as well as options that could mitigate any possible negative effects in this regard;

(c) The expected number and configuration of the job network boards and special constraints panels, their precise roles, the functions and authority of the network staffing officers, the role of staff representatives and the terms of reference, rules of procedure and operating guidelines of the job network boards, taking into account the Secretary-General's role as chief administrative officer of the Organization, and the maintenance and preservation of management's final decision-making authority in respect of placement recommendations and actions thereon, as well as clear mechanisms that ensure the accountability of job network boards and hiring managers, as well as of the Secretary-General, including in matters of equitable geographical distribution for fulfilling the human resources management recruitment parameter set by the Charter and the General Assembly and for the delivery of mandates;

(d) The criteria to be used by the special constraints panel for granting exemptions from reassignment;

(e) An analysis of the mobility framework implications for gender parity, particularly for women from developing countries, including a plan on achieving the gender balance target;

(f) A comprehensive list of the number and type of positions that will be non-rotational;

(g) A comprehensive analysis of the projected administrative and financial implications, including direct and indirect costs, of the mobility policy for all duty stations over the medium term, including training costs, taking into account current and immediate past patterns of mobility, the likely patterns of mobility based on the total number of staff who will be subject to the policy and workforce planning;

(h) A strategy for the maintenance of institutional knowledge retention, as well as an analysis of the possible effects on mandate delivery of increased turnover and potential outflow of staff, taking into account the effects of minimum and maximum post occupancy limits;

(i) Quantifiable key performance indicators and targets for the goals, as stated in the framework, including more equitable burden-sharing and the provision of equitable opportunities for international staff in hardship and headquarters duty stations;

(j) An analysis of the possible impact of the proposed mobility policy on the geographical distribution of staff;

(k) An assessment of the potential burden of mobility policy-related claims in the system of administration of justice of the Organization and proposals for limiting any such burden, bearing in mind obligations and liabilities arising from the existing contractual arrangements;

58. *Takes note* of paragraph 111 of the report of the Advisory Committee on Administrative and Budgetary Questions;

59. *Requests* the Secretary-General to outline and present to the General Assembly at its sixty-eighth session an alternative, in addition to the proposed

framework, that, inter alia, incorporates revised incentives and approaches that promote geographic mobility, especially in field-oriented job families;

V.

Composition of the Secretariat

60. *Reiterates its request* to the Secretary-General to continue his ongoing effort to ensure the attainment of equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices and at all levels, including at the Director and higher levels, of the Secretariat;

61. *Recalls* paragraph 45 of the report of the Advisory Committee on Administrative and Budgetary Questions, and requests the Secretary-General to report thereon, in the context of his overview report, to the General Assembly at its sixty-ninth session;

62. *Reiterates* that the Secretary-General has to ensure that the highest standards of efficiency, competence and integrity serve as the paramount consideration in the employment of staff, with due regard to the principle of equitable geographical distribution, in accordance with Article 101, paragraph 3, of the Charter;

63. *Stresses* that one-dollar-a-year contracts should be granted only under exceptional circumstances and be limited to high-level appointments, and requests the Secretary-General to prepare guidelines regarding the use of these contracts, along the same lines of those established for when-actually-employed appointments, and to report thereon, in the context of his next overview report, to the General Assembly at the main part of its sixty-ninth session;

64. *Requests* the Secretary-General to inform the Advisory Committee on Administrative and Budgetary Questions, on a regular basis, of the issuance of one-dollar-a-year contracts and of the establishment of all posts and positions that are at the D-1 level and above, that are funded under extrabudgetary temporary assistance or when-actually-employed contracts and for which the approval of an intergovernmental organ is not required, and to report thereon to the General Assembly in the context of his report on the composition of the Secretariat;

65. *Also requests* the Secretary-General to present the requirement for Government-provided personnel in the relevant budget proposals to the General Assembly, looks forward to the issuance of guidelines for the recruitment of Government-provided personnel, and further requests the Secretary-General to report thereon to the General Assembly;

66. *Recalls* the introduction of the new human resources management scorecard in 2011, and requests the Secretary-General to closely monitor the trends of gender and geographical representation in order to take corrective measures, as required, and to report thereon to the General Assembly at its sixty-ninth session;

VI.

Consultants

67. *Reiterates its concern* over the increase in the use of consultants, especially in the core activities of the Organization, stresses that the use of

consultants should be governed by the relevant resolutions of the General Assembly, in particular section VIII of its resolution 53/221 of 7 April 1999, and that they should be drawn from the widest possible geographical basis, and requests the Secretary-General to make the greatest possible use of in-house capacity and to report to the General Assembly at its sixty-ninth session on the measures taken to that effect;

68. *Reiterates* that in areas where consultants are frequently hired or rehired for a period of more than one year, the Secretary-General should submit proposals, where necessary, for the establishment of posts and should report thereon to the General Assembly at its sixty-ninth session;

69. *Requests* the Secretary-General to identify the substantive areas, functions and activities, if any, for which consultants are hired or rehired for a period of more than one year and to report thereon to the General Assembly at its sixty-ninth session, including on total costs incurred therein;

VII.

Staff-management relations

70. *Recognizes* the importance of its continued informal interaction with staff representatives on human resources management issues;

71. *Requests* the Secretary-General to revise the Secretary-General's bulletin on the Staff Management Committee,⁸ in line with the existing staff regulations;

VIII.

Practice of the Secretary-General in disciplinary matters and possible criminal behaviour

72. *Notes with concern* the ongoing backlog of disciplinary cases and that many disciplinary cases have not been concluded within a reasonable time frame, and in this regard urges the Secretary-General to intensify his efforts to complete disciplinary cases in a timely manner and eliminate the remaining backlog of cases as soon as possible;

IX.

Activities of the Ethics Office

73. *Notes with appreciation* the contributions of the Ethics Office to promoting the highest standards of ethics and integrity among staff members of the Organization;

74. *Notes with satisfaction* the positive trend of participation in the voluntary financial disclosure initiative, particularly at the senior leadership level, and urges the Secretary-General to encourage senior officials who have not yet publicly disclosed a summary of their assets to do so as soon as possible;

75. *Notes* the intention of the Secretary-General to conduct a comprehensive review of the existing policy for protection against retaliation in the Organization, and requests the Secretary-General to expedite the development of modalities in this regard and to report thereon to the General Assembly at its sixty-ninth session;

⁸ ST/SGB/2011/6.

X.**Other matters**

76. *Expresses* confidence that the Secretary-General will comply with the judgements of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal with regard to the award and severance of employment contracts in the Secretariat;

77. *Requests* the Secretary-General to report on improvements made in the process for reporting misconduct, fact-finding and resolving situations resulting from misconduct, including, but not limited to, the following issues:

(a) The relationship between the policy administered by the Ethics Office and the various oversight, adjudicative, disciplinary and dispute resolution mechanisms of the Organization;

(b) Internal mechanisms for reporting misconduct, including through the supervisory chain of command;

(c) Mechanisms external to divisions for reporting misconduct.